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Good Jobs Metro Boston: Child Care

The backbone organization coordinating the work of the childcare sectoral partners is the CAYL Institute. This document is a brief framework of the Good Jobs Metro Boston Child Care effort led by the CAYL Institute. This document addresses the child care project intentions, outcomes to be achieved, framework for success, and benchmarks.

Good Jobs Challenge

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EXECUTIVE SUMMARY

This project is sponsored by the Office of Workforce Development (OWD).

OWD's Overall mission for the project focuses on training and placing quality jobs through the creation and/or enhancement of Sectoral Partnerships with targeted industries. The targeted industries are health care, clean energy, and childcare.

Projected Grant Period is September 1, 2022 – August 31, 2025.

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Child Care Project Its Intentions:

A clear goal for the childcare project work is job creation. CAYL has indicated to OWD that 850 jobs will be created as follows;

- 700 childcare center educators
 - 500 teachers and 200 lead teachers,
- 150 FCC educators
 - 100 FCC Educators and 50 existing FCC educators
- 50 Employers will be engaged

How CAYL will Achieve Intentions:

CAYL'S project work will proceed as follows:

Unify and connect practitioner voices, with employers' needs and investors' priorities to:

1. Create a Child Care Workforce Sourcing, Development, and Employment System, and
2. Place candidates in 850 good childcare jobs

CAYL'S OUTCOMES TO BE ACHIEVED BY 2025

To achieve its mission by 2025 CAYL's work with the Good Jobs Challenge will have achieved four outcomes:

1. Enhanced talent development that better equips the ECE Workforce by
 - a. Strengthening professional development and job readiness in the field
 - b. Securing substantial pay increases for program recipients
 - c. Supporting workforce diversity; Placing 850 participants in good new childcare jobs, emphasizing opportunities for women, people of color, LGBTQ+, immigrants, and other target populations
2. Redefined and activated employers' collective role in the support, growth, and professionalization of the field with a focus on the following elements:
 - a. Improved compensation for the workforce
 - b. Helping to create and expand a pipeline of novice and experienced educators
 - c. Securing employment for a minimum of 850 childcare center-based and family childcare jobs
3. Redesigned infrastructure system that is both ready to and capable of supporting, employing, and increasing compensation for the workforce:
 - a. By 2025 there will be a Childcare Workforce Employment System connecting organizations that include the Massachusetts Department of Labor, the Massachusetts Department of Early Education and Care, various higher education/training organizations, a variety of childcare employers, and local municipalities.
 - b. This system will effectively recruit, develop, train, and employ educators. The integration of these various entities into one system will achieve efficiency, ease practitioner access to services, and result in greater impact for all parties through collaboration, coordination, partnerships, and mutual support.
4. Create a sustainable platform to support the redesigned system as a result of our integrated work with practitioners, employers, and systems to support both public and private sectors as they co-invest for impact.

CAYL'S FRAMEWORK FOR SUCCESS OF THE GOOD JOBS CHALLENGE

For the past decade there has been an emphasis on professionalizing the field of early childhood education. Much of this emphasis focused on increasing staff credentials and degrees.

The framework for the Good Job Challenge Childcare initiative recognizes that any approach to talent development and sourcing would benefit from a strategy that not only focuses on the workforce but also considers and integrates the roles of employers, workforce systems, and both public and private funders.

CAYL's framework entails working with four stakeholder groups (individually and collectively) throughout a three phase process with specified benchmarks as described below.

Four Stakeholders: Individual and Integrated Growth

This Good Job framework involves strategies to support four stakeholder groups as they advance the profession, individually and collectively:

- 1. THE ECE WORKFORCE: This initiative has a focus on comprehensive talent development that equips the workforce for optimal performance. CAYL's philosophy:** Staff succeed in a well-designed job at an organization where they are valued. From training, upskilling, and apprenticeship to staff engagement, satisfaction, and well-being, we want to promote a full range of human development and supports that will enable the workforce to thrive. Recognizing the humanity of staff and advancing practices and workplace cultures that allow staff to show up as their full selves leads to optimal performance.
- 2. ECE EMPLOYERS: This initiative has a focus on redefining employers' roles and activating employers in broader system development. CAYL's philosophy:** Because employers are critical partners in creating an efficient system to train and employ the workforce, they are well suited to leverage the effectiveness of system development and strategy. Connecting people to employment however is not enough—professionals thrive in well compensated, good jobs at an organization where they are valued. Investing in frontline staff improves recruitment and retention and creates competitive advantages. When we activate employers to make jobs better, and create a workforce system, benefits are felt by the individuals, their families, the employers, and the community.
- 3. WORKFORCE SYSTEMS: This initiative has a focus on integrating, aligning and redesigning various systems that impact the workforce. CAYL's philosophy:** In order to meet the challenges of the ECE workforce, one must consider the whole picture in all its complexity. The challenge includes but is greater than simply equipping staff with credentials. Addressing the challenge

will require significant connections among organizations, policies, and mindsets. Systems thinking helps identify the appropriate targets for renewal, reform and integration among various actors including state agencies, employers and higher education. Systems change strategies go beyond symptoms and seek to treat causes, examining the fundamental conditions that are underlying workforce challenges. Systems thinking also helps us focus on racial and gender disparities and inequities.

In this initiative:

- **Workforce organizations** and SEIU will source talent, and provide skills training, coaching and support to candidates. They will coordinate the work between themselves, the training organizations, wrap-around service providers and the employers.
 - **Community Colleges** will provide EEC funded and required coursework needed to become a teacher or lead teacher. They may provide some of this coursework in languages other than English. If applicable they may provide coursework to Family Childcare Educators as well.
 - **Jewish Vocational Service (JVS)**, in addition to their role as a MassHire Center JVS will administer a Job Quality Survey to all participating employers, provide each with a Job Quality Index report and consultation to help them become more competitive as an employer of choice.
 - **FCC training organizations** will focus on a range of training for new, incoming family childcare educators and for upskilling current licensed family childcare educators
- 4. PUBLIC AND PRIVATE INVESTORS: This initiative has a focus on fostering sustainability of its impact and outcomes. To accomplish this, we will encourage funders to co-invest for impact. CAYL's philosophy:** A collaborative of investors around a shared strategic vision for workforce development is more likely to lead to long-term sustainability. Consequently we will be inclusive of funders of many types: philanthropic, corporate, public, and others. Co-investment enables the educators, employers, and communities to advance a skilled workforce, promote good jobs and achieve equitable outcomes. By using a co-investment model that leverages both private and public funding, the community has more resources required to do the work.

IMPLEMENTATION PHASES

The implementation process will occur in three phases: system development, project design, and program implementation. In each of these phases, we will work to achieve outcomes by working collaboratively with each of the stakeholders in our framework.

Phase I: System Development

October – November 2022

Focus of this phase: Launch project with sector audience, hold meetings with partners, conduct needs assessments, secure employer commitments, clarify training needs, solidify partners' commitments, develop a communication plan, and determine contract elements.

1. Talent Development & Equipping the Workforce

- a. Engage in needs assessment to identify skill and wrap-around service needs of the potential workforce

2. Redefine Employers Role/Activate Employers

- a. Secure job commitments, i.e., number of jobs available from childcare employers and agreement on minimum salary for each job type
- b. Conduct needs assessment to determine employers' perceptions of the skill needs of their ideal workforce
- c. Help employers understand elements of a quality job as perceived and prioritized by the workforce they will be competing for

3. System Development/Change

- a. Engage partners; including employers, workforce organizations, community colleges, trainers, and others in the development of this collaborative effort to design and implement a regional workforce system
- b. Understand EEC's workforce goals, supports and activities and develop a collaboration with them to support and advance their goals
- c. Get commitment to support candidates' access to free or subsidized ECE coursework including but not limited to Career Pathways and scholarship programs
- d. Coordinate efforts with the city of Boston and other Municipalities

4. Sustainability/Co-investment for Impact

- a. Share strategy with the investor community and integrate their voice in the project design and program implementation plans
- b. Partner with Boston's Office of Early Childhood and other municipal initiatives to leverage strategies and resources

Phase II: Project Design

December 2022 – March 2023

Focus of this phase: Synthesize all the information from Phase I and reconvene partners. Then work with partners to review lessons learned to inform project design for scaling training models and develop operational plans. Initiate contracting with partners, as appropriate.

1. Talent Development Equip Workforce

- a. Identify and develop agreements with wrap-around service providers
- b. Ensure the creation of sourcing mechanisms to attract underserved populations
- c. Ensure development and delivery of training curriculums for new and current workforce

2. Redefine Employers Role/Activate employers

- a. Develop salary agreements with every employer
- b. Get agreement from employers who will provide in-classroom experience for candidates
- c. Employers agree on guaranteed job for candidates who complete the program
- d. Employers agree to complete job quality survey, receive job quality index and consultation to support improvements

3. System Development/Change

- a. Identify number of job goals by geographic area
- b. Integrate Good Jobs Challenge work with relevant EEC initiatives
- c. CAYL's synthesis will inform trainers' work as they design the curriculum content and delivery based on the perspectives of EEC, employers, and the workforce.
- d. Partners will have an agreed upon set of specific outcomes, outputs, timeframes, and processes that will inform contracts and MOUs.
- e. Signed contracts and/or MOUs with all partners who will have a role in the program implementation
- f. CAYL with various consultants will set up performance management and continuous improvement plan to ensure achievement of goals and program improvement
- g. Convene workforce implementation partners to coordinate and integrate our work into the larger workforce development infrastructure

4. Sustainability/Co-investment for Impact

- a. Identify additional funding needs which cannot be met by the Good Jobs Challenge funding and engage funding institutions in strategies to meet those needs

- b. Agree on working relationship with investors (public, business, philanthropy) including communication, approach to collaboration and approach to investment

Phase III: Program Implementation

April 2023 – August 2025

Focus of this phase: Synthesize all the information from Phases I and II and make appropriate adjustments. Engage in recruiting strategies to attract a diverse workforce, introduce job seekers to employers who have committed jobs, provide skills training and in-classroom experiences for certification/credentialing, and support candidates with certification or licensing

1. Talent Development/Equip workforce

- a. Train, support, coach and employ incoming or upskilling educators
- b. Offer appropriate supports to candidates
- c. Connect workforce to further educational opportunities

2. Redefine Employers Role/Activate employers

- a. Provide Job Quality Index report and consultation to employers
- b. Employers provide candidates with in-classroom experience
- c. Provide guaranteed employment to candidates who complete the program

3. System Development/Change

- a. Launch Workforce coordination and workforce system improvement efforts
- b. Collect and analyze data for continuous improvement
- c. Implement communication plan to inform stakeholders data and information to advocates, policy makers and stakeholders

4. Sustainability/Co-investment for Impact

- a. Attract investments to meet identified, unmet needs
- b. Provide data and information to funders to inform their investment decisions
- c. Plan for sustainability of the workforce system

BENCHMARKS

As a result of all three phases of work, CAYL and its partners will achieve specific benchmarks as indicated below:

1. Number of Jobs:

- a. Year 1 (2023) – 280 jobs;
- b. Year 2 (2024) – 350 jobs;
- c. Year 3 (2025) – 220 jobs

2. October 2022 – March 2023

- a. Commitment and strategy to fund course work
- b. Identify Wrap-around services and service providers and/or costs if wrap-around is delivered or coordinated by MassHire Centers
- c. Plan and Launch Workforce Strategic Advisors Group to inform and guide workforce system improvement, policy development and investment strategy.
- d. Specify the elements of contracts or MOU by the end of January 2023
- e. Contracts or MOU agreements with Partners
- f. Employers have agreed on compensation levels

3. April 2023 – 2025

- a. The system for sourcing, developing, training, and employing candidates is working and being continuously reviewed for improvements
- b. A mechanism is in place to track employment, salary levels, and turnover
- c. A mechanism is in place to track job vacancies

4. Indicators of sustainability

- a. By the end of 2024 we have a plan for sustaining the work of sourcing, developing, training and employing educators to meet industry needs
- b. Metro Boston Good Jobs Challenge has a structured method for coordinating with investors on priorities and the support of those priorities

SUMMARY:

This initiative fully intends to

Unify and connect practitioner voices with employers' needs and investors' priorities to create 850 good jobs!

We do this recognizing that lasting improvements benefit from leveraging the workforce, employers, systems' improvement efforts, and coordinated investments under one collective strategy.

This is no easy feat. As of October 2022, the childcare industry is still down 100,000 childcare jobs compared to pre-COVID levels, and pre-COVID the childcare workforce system was already woefully incapable of meeting the needs of families. With this effort we intend to design an approach to building a workforce pipeline system that can produce educators at the scale of the need. It will also provide information to advocates, policy makers, and private and public investors on strategies and investments that are needed in concert with the workforce pipeline infrastructure that will make childcare jobs competitive and sought-after opportunities.

At CAYL we are excited by this opportunity because we see progress at the state level (administration and legislative), in the City of Boston, other localities within Greater Boston, with private investors, workforce boards, community colleges and not-for-profit institutions. We see elements of the system already coalescing to create greater impact and move us towards a time when the early childhood education industry is thriving. With this opportunity we will do our part to accelerate the coalescing, starting with where the rubber always hits the road, with our workforce; our talent, our heroes.